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IMARISHA QUARTERLY REPORT

IMARISHA — TANZANIA ECONOMIC STRENGTHENING FOR
HOUSEHOLDS AFFECTED BY AIDS

JANUARY-MARCH 2011, QUARTER 1, YEAR 1

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PROJECT ADMINISTRATION AND FINANCE

► Year 1 Project Startup

- a. **Cooperative agreement signature.** Upon cooperative agreement signature (1 January 2011), the DAI team — now the IMARISHA team — began the process of re-establishing DAI's presence in Tanzania and began working on the technical aspects of IMARISHA's program.
- b. **Legal Registration in Country.** Upon the signing of the cooperative agreement, the IMARISHA team began the process of getting DAI legally registered as a branch of DAI, a US based company, and ensuring DAI's legal operations in country. DAI was able to register with other Tanzanian governmental entities such as Tanzanian Revenue Authorities, NSSF, PPF and others, and set up a local bank account with Standard Chartered.
- c. **Mobilize Chief of Party (COP).** IMARISHA COP, Colleen Green, was mobilized on January 26, 2011 and began work in Dar es Salaam on January 27, 2011. The COP in conjunction with IMARISHA's start up manager, Krystal Lea and others in the home office (Kate Ogorzaly, members of the IT, recruitment and TAMIS teams) was able to complete most aspects of operational start up within the Q1.
- d. **Open office in Dar es Salaam.** By February 2011, DAI signed an office lease in Dar es Salaam. The office is located in Mikocheni A, not far from Old Bagamoyo road. Following the assessments of security, IT/ISP and generator companies, IMARISHA was able to move in during the month of February and begin working in late February. In late March, the DAI Project Coordinator Kate Ogorzaly traveled to Dar es Salaam to train both the accountant on DAI's financial systems; she also spent a few days with IMARISHA's Director of Finance and Administration when she began in early April. However, began DAI's IT equipment had not yet cleared customs, work on preparing and setting up the IMARISHA server and other IT equipment has been postponed until Quarter 2. Once clearance is received, DAI will arrange for a DAI IT specialist to set up these systems. Additionally, our Technical Assistance Management Information System (TAMIS) staff from Bethesda will come (following the IT installation) and train staff on the use of the TAMIS system. The TAMIS system will allow DAI and IMARISHA to track everything from local procurement, grants, the work plan and a variety of other approvals,

Hire local staff. Throughout quarter 1 IMARISHA worked to hire local staff. Only three staff members remained from the original procurement, Colleen Green, COP, Daniel Laizer, Livelihoods Manager and Khalid Mgaramo, M&E Specialist. The remaining two key personnel positions were recruited during the quarter, vetted by USAID and offers were made to Ashura-Christina Mayalla, Director of Finance and Administration and Stephen Magige, Economic Development Manager. Mr. Magige subsequently declined the offer one week before he was scheduled to begin with IMARISHA. In addition, an accountant and driver were hired, and temporary administrative support remained in place for the quarter to assist with start up.

IMARISHA staff ended Quarter 1 with a two day staff retreat focused on building greater understanding of the IMARISHA project and its plans and energizing staff members around the work ahead. The retreat (March 31 and April 1) was a great success.

On a very sad note, two weeks into Quarter 2, driver, Jonas Karulama suffered a stroke and passed away. He was a gentle soul, patient and with great wisdom and will be greatly missed.

Recruitment continues for the Economic Development Manager, a Livelihoods Coordinator and a permanent driver.

- e. **Branding and Marking Plan.** As per the IMARISHA cooperative agreement, DAI submit a Branding and Marking Plan in accordance with the cooperative agreement within one month of program initiation (end of January 2011). USAID approved the Branding and Marking Plan in mid February 2011.
- f. **Hold start-up meeting with USAID.** The first start up meeting with USAID was held on February 4, 2011. Both the COP, Colleen Green, and IMARISHA Start Up Manager, Krystal Lea attended the meeting with the AO, Kenneth Luephang, Agreement Specialist, Samuel Kiranga, Grey Saga, AOTR and other members of the HIV/AIDS Care team including David Delem, Linda Crawford, and Kate Crawford. The objective of this start up meeting was to discuss expectations, award administration/contractual issues and a variety of technical issues. Additionally, a second workplanning meeting was held at Coral Beach Hotel on February 7 with three key staff of IMARISHA, Colleen Green, Khalid Mgaramo and Daniel Laizer as well as AOTR Grey Saga and USAID OVC Specialist, Elizabeth Lema.
- g. **Work plan Developed and Submitted.** As per the IMARISHA cooperative agreement, the IMARISHA team developed and submitted the work plan on March 25, 2011, two months after the arrival of COP in country. This work plan will completed in collaboration with technical staff, USAID and IMARISHA's home office Technical Area Manager for Health and Livelihoods, Caesar Layton and Home Office Project Technical Lead.
- h. **Performance Monitoring Plan.** IMARISHA has not yet submitted a Performance Monitoring Plan. IMARISHA will submit a revised PMP following the completion of its partner assessment and household economic assessment. The draft PMP (without targets) will be submitted with the work plan.

Start Up Deliverables.

- Cooperative agreement signed. – Completed
- COP mobilized by end of Month 1 - Completed
- DAI legally registered in Tanzania by end of Q1 – Completed
- DAI office registered and office identified and opened by Month 2. – Completed
- Local staff hired, including key personnel approved by USAID by end of Q1- Pending completion; still a few positions to recruit
- Branding and Marking Plan submitted to USAID by end of Month 1 - Completed
- Start up meeting planned and held with USAID agreement office and HIV/AIDS technical staff by Month 2 – Completed
- Start up retreat with staff held end of Month 3 – Completed
- Work plan developed and submitted by end of Month 3 - Completed

2. TECHNICAL PROGRAM

2.1 TECHNICAL AREA 1: INCREASE CAPACITY OF PEPFAR IMPLEMENTING PARTNERS (IPS)

SUMMARY OF QUARTERLY ACTIVITIES

In addition to the myriad of start-up/operational activities, IMARISHA was able to begin forward movement on the technical agenda of the project. This progress included meetings with PEPFAR prime partners, other specialized TA providers, such as the Health Systems Strengthening Project (FHI), the Quality Improvement Program (URC) and FANTA-2 (AED) and met with several economic development organizations that might be appropriate for linkages down the line.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Engage PEPFAR IPs in informational dialogues and to discuss IMARISHA vision and plans.**

During the months of January through March, IMARISHA staff had one-on-one meetings with 20 organizations and PEPFAR funded MVC and HBC projects. The objective of these meetings was to introduce the project to potential partners, learn more about their programs and identify potential synergies, areas for cooperation or facilitation. IMARISHA held meetings with the following organizations: the ROADS Project (February 4), Rural and Urban Development Initiatives – RUDI (February 7), Catholic Relief Services –Track 1 and AIDS Relief (February 15), FANTA – 2 (February 17), Pact (February 18), Pathfinder (February 18 and March 4), FINCA Tanzania (February 22), Africare –COPE, Pamoja Tuwalee and Kaya Community Initiative (February 23), Deloitte/Tunajali (February 23), FHI –Pamoja Tuwalee (February 24), Tanzania Capacity and Communication Project – TCCP (February 10), Systems Strengthening (March 15), URC (March 15), PASADA (Date), Measure Evaluation (March 22), MicroEnsure (March 11), Tanzania Private Sector Foundation (March 29), the Business Development Gateway (March 29), Financial Sector Deepening Trust (January 28) and Save the Children (March 2).

IMARISHA staff members were also able to meet and share IMARISHA’s vision with World Education -Pamoja Tuwalee at a February 11 joint meeting of Pamoja Tuwalee partners, FINTRAC, Technoserve/GM and FINTRAC TAPP at the PEPFAR Implementers Meeting on March 8. IMARISHA also participated in the UNICEF hosted MVC implementers group meeting in early March.

Quarter One Deliverables:

- At least 15 meetings convened with different PEPFAR IPs and specialized TA providers to introduce the IMARISHA project and discuss collaboration and partnership. (Q1) Completed

► **IMARISHA Baseline Assessments.**

During Quarter 1, IMARISHA staff began developing the partner assessment tool that will be used to assess and establish a baseline of economic strengthening activities currently being implemented by PEPFAR HBC and MVC partners. The tool seeks to capture data on PEPFAR partners and sub-partners, their target beneficiary groups, current economic strengthening activities (from those focused on acute poverty support to those focused on asset protection, economic stabilization and eventually income growth), other community stakeholders, partners who participate in the delivery of ES, ES focused staff, financial resources for ES activities, operations related to ES (manuals, methodologies, processes for doing ES), results management (including any casual models used, vulnerability assessments used, measures for assessing income and assets and indicators tracked), referrals and linkages, and challenges currently facing organizations/projects as it relates to economic strengthening.

Quarter One Deliverables:

- Adapted Partner Assessment Tools (National and Regional) completed. (End of Q1) Completed and ready for roll out in Q2

► **IMARISHA Economic Strengthening Capacity Building Program.**

During Quarter 1 IMARISHA staff began discussions on the design of its future capacity building program. Much of the focus will be centered on “how” beneficiaries are and could in the future be effectively reached with ES programming—particularly through building upon existing group structures, highlighting and utilizing local resources within the community, building realistic expectations around capacity developing and duration of mentoring and reducing dependency on donor give-aways (economic or other) so that communities and households are empowered to take over.

To date, IMARISHA has noted that many PEPFAR partners have adopted some form of a savings led model -- such as village savings and loan associations (VSLAs – or GSLAs), savings and internal lending communities (SILCs), the WORTH model (savings and literacy program developed by Pact) and village community banks (VICOBAAs) – as one of its core ES activities . Program beneficiaries usually self select to participate in savings led activities that require them to save small amounts regularly for up to 9 months or one year before they are “cashed out”. To date, PEPFAR partners have been pleased with both the economic and psychosocial aspects of the programs. That is, in most cases, beneficiaries are able to accumulate a greater volume of savings, have as a group been able to begin providing funds for orphan/MVC care or to support ill members and most importantly, have been empowered to see their self potential in improving incomes, building household safety nets and supporting vulnerable members of their community.

As such, IMARISHA will likely use savings groups (or other self help group structures) as an integral building block for other types of activities, using the cohesive group structure to do further training, building the self empowerment potential of group members and community members to serve as mentors and engage in higher income focused activities down the line.

- **Design IMARISHA Capacity Development Modules.** Following the completion of the national assessment in Q2, IMARISHA will adapt its core economic strengthening methodology for the specific needs of IMARISHA’s beneficiaries (partners and communities). Due to the dynamic range of organizations that will receive support, IMARISHA will ensure that different levels and kinds of capacity building including mentoring and capacity building occur simultaneously. Some organizations need to start at the beginning, with basic information and discussion about the feasibility of engaging in economic strengthening programs. Others will need more advanced support. Additionally, greater focus will need to be place on engaging district and ward level government members in the training and capacity building process.
- **Roll out core economic strengthening mentoring and training.** Although IMARISHA training is not yet underway, we have begun unofficially working with a few organizations in a mentoring capacity. During Q1 Tunajali requested support from IMARISHA in the review of terms of references for an outside evaluator to assess the SILC program managed by Tunajali. IMARISHA was also requested to participate in the evaluation. Unfortunately, given other start up activities we were not able to do this. However, we did provide feedback to strengthen the TOR.
- **Develop Focus Notes on Different Economic Strengthening Topics.** During Q1 IMARISHA and FANTA-2 agreed to jointly write a short focus note that focuses on nutrition, food security and livelihoods. More concrete planning and preparation will begin in Q2.

Quarter One Deliverables:

- IMARISHA’s Core Economic Strengthening Training modules developed – planning started
- Training and mentoring sessions – begun with informal mentoring

- Focus Notes series – planning started

2.2 TECHNICAL AREA 2: ESTABLISH PARTNERSHIPS, LINKAGES, AND PILOT PROGRAMS

OVERVIEW

Starting in Q3, IMARISHA will roll out its partnership program with different PEPFAR implementers (prime partners and sub-partners). These partnerships will take different forms but will focus on strengthening good practices, building staff skill sets, improving internal operations and monitoring of ES activities, fostering linkages, building sustained strategic alliances, and fostering learning through dialogue among peer organizations.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Technical Assistance for PEPFAR IPs.**

These activities have not yet started but will begin in Q3 following the national assessment.

Quarter One Deliverables:

- N/A

► **Health and Economic Strengthened Partners Linkage Building.**

Aside from understanding potential collaborators for the future, IMARISHA has not yet begun these activities. These activities will begin in earnest in Q3.

Quarter One Deliverables:

- N/A

► **IMARISHA Competitive Grants Program.**

These activities have not yet begun. These activities will begin in earnest in Q3.

Quarter One Deliverables:

- N/A

► **IMARISHA Public Private Partnership (PPP) Program.**

These activities have not yet begun, although some informal discussions have been had with Gene Peuse, PEPFRA and USAID PPP Specialist and other partners, such as TPSF.

Quarter One Deliverables:

- N/A

2.3 TECHNICAL AREA 3: IMPROVE GOT CAPACITY

OVERVIEW

As PEPFAR shifts its strategy from emergency response to sustainable country ownership, it's imperative that the Tanzanian government continues to expand (or at least effectively maximize) its capacity to facilitate, promote and monitor public health and economic responses/activities that help individuals and families coping with HIV/AIDS. A host of different Tanzanian government programs work to meet the needs of vulnerable populations in Tanzania, including those affected by HIV/AIDS. IMARISHA through its work hopes to collaborate with both those addressing the public health response as well as those focused on economic growth, poverty reduction and social safety nets. It will also work with the myriad of civil society and other donor funded organizations assisting the government with this response.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

- ▶ **Engage Tanzanian Government health and economic entities and foster cooperation.**
No activities were undertaken in Quarter 1.

Quarter One Deliverables:

- N/A

- ▶ **Convene Task Force and Implement Stocktaking at National Level.**
Activities have not yet started.

Quarter One Deliverables:

- N/A

- ▶ **Collaborate and Coordinate with other IPs, Specialized TA Providers and other PEPFAR partners supporting the GOT.**

During Quarter 1 IMARISHA met with and participated in the compilation of a presentation aimed at sharing results to a review team evaluating PEPFAR Tanzania OVC programming. During these meetings IMARISHA staff had the opportunity to get to know other program partners and understand potential synergies for collaboration, particularly as they related to ES. For example, IMARISHA staff met with FANTA-2 Technical Director, Deborah Ash and agreed upon the joint completion of a technical focus note on food security, nutrition and livelihoods this year. IMARISHA staff also met with MVC Associate Director, Charles Matiko and discussed IMARISHA's potential consultation to the group evaluating the National Costed Plan for Action and the development of the next strategy. Also at this meeting some discussion was had on improving the MVC guidelines as they relate to economic strengthening. IMARISHA staff also met with URC to discuss the roll out of training on the guidelines and job aides. Down the line IMARISHA could engage in them on refining or developing job aides related to economic strengthening (although this is not likely to happen in year 1).

In addition, IMARISHA was invited to join both the HBC and MVC implementing partners groups. IMARISHA attended the MVC IPG in March and plans to make presentations at this group in April as well as at the HBC IPG.

Quarter One Deliverables:

- IMARISHA active member of MVC and HBC IPs Groups (IPG) (Q1 and ongoing). Began activities
- IMARISHA coordinates and collaborates with other specialized TA providers – began activities

2.4 TECHNICAL AREA 4: ENHANCE THE EVIDENCE BASE THROUGH INCREASED M&E CAPACITY

OVERVIEW

Links between livelihoods development activities and household asset stabilization are clear, but practitioners that integrate economic strengthening/livelihoods interventions into HIV/AIDS programming to improve health status and economic resilience are only beginning to develop M&E systems and indicators to measure the health impact of integrated economic strengthening programming. The challenges to measuring the impact underscore fundamental differences between mainstream HIV/AIDS interventions (treatment, behavior change focused prevention activities, palliative care, for example) and economic strengthening/livelihoods programming (e.g., agriculture, private sector development, business development). IMARISHA will facilitate a learning process to develop systematically permanent economic strengthening M&E feedback and learning systems, track household economic performance, and bolster sustainability by using this information and data for outcome-oriented course correction to activities that do not produce results.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

- ▶ **Ensure feedback and learning processes are integrated into IP project framework.**
Activities have not yet begun.

Quarter One Deliverables:

- N/A

- ▶ **Expand and integrate M&E processes and systems.**
Activities have not yet begun.

Quarter One Deliverables:

- N/A

- ▶ **Strengthen the evidence base between economic livelihoods and HIV/AIDS.**
Activities have not yet begun.

Quarter One Deliverables:

- N/A

3. COMMUNICATIONS

IMARISHA's communications strategy in Year I will focus mainly on building a higher level of awareness about the importance of sound commitment to economic strengthening for HIV/AIDS affected households.

Activity Descriptions and Deliverables

► **Effectively communicate IMARISHA project information, achievements and lessons learned.**

IMARISHA will communicate information about its technical assistance, training, mentoring and capacity building throughout the course of the project. IMARISHA's communications tools will include: activity updates, success stories, grant profiles, and project reports that will be used to communicate results to USAID, project counterparts, GOT, other donors and the general public. Down the line IMARISHA's communications tools will seek to leverage more sophisticated resources through the Tanzanian Capacity and Communication Program that use local media and other channels for raising awareness.

Quarter One Deliverables:

- General program flyer developed and distributed to potential partners, economic development organizations and USAID- completed.

WORK PLAN FOR COMING QUARTER

Below are the following planned activities for Quarter 2 by technical area.

ACTIVITY	DATE TO BE COMPLETED	RESPONSIBILITY
Project Administration and Finance		
Train finance and admin staff	April 2011	Colleen Green, Kate Ogorzaly, Krystal Lea (DAI Home office)
Continue with recruitment of other support and key staff	April – May 2011	Colleen Green
Train staff in DAI systems (Lotus Notes, TAMIS)	April 2011- June 2011	Colleen Green, Sudharshini Dewardene (DAI home office)
Set up of IMARISHA IT Systems	June 2011	DAI IT Specialist, Erik Bjers
Set up of IMARISHA Financial Accounting Systems	June 2011	DAI FAS Specialist, Vahe Sahakyan
Technical Area 1: Increasing Capacity of PEPFAR Implementing Partners		
Informational dialogues with partners continue	April – May 2011	Colleen Green, Daniel Laizer, Khalid Mgaramo
PEPFAR Partner Meeting	May 2011	Colleen Green, Daniel Laizer, Khalid Mgaramo
National and Sub-national Partner Assessment Process launched	May – June 2011	Colleen Green, Daniel Laizer, Khalid Mgaramo, Lucy Maziku
Begin designing IMARISHA partnership program	June 2011	Colleen Green in collaboration with team
Begin design of training, mentoring and capacity building programs	June 2011	Daniel Laizer
Technical Area 2: Establish Partnerships, Linkages and Pilot Programs		
Meet with various ED and FTF partners to discuss IMARISHA and potential linkages	May – June 2011	Colleen, Daniel Laizer, Khalid Mgaramo
Technical Area 3: Improve the Capacity of the GOT		
Meet with TACAIDS, DSW and PMORALG	April – June 2011	Colleen Green
Meet with district, ward and village level government as part of assessment process	May – June 2011	Colleen Green, Daniel Laizer, Khalid Mgaramo, Lucy Maziku
Presentations to MVC and HBC Implementing Partners Groups	May 2011	Colleen Green
Technical Area 4: Enhance the Evidence Base through Increased M&E Capacity		
Form working group around performance monitoring	May 2011	Khalid Mgaramo
Modify household assessment tool	May – June 2011	Khalid Mgaramo
Begin planning for household economic needs assessments	June 2011	Khalid Mgaramo

ANNEXES

ANNEX I: STATUS OF INTERNATIONAL SHORT TERM CONSULTANCIES

ANNEX I: STATUS OF INTERNATIONAL SHORT TERM CONSULTANCIES

The matrix below lays out planned short term international consultancies for 2011 as well as the status (completed, in progress, pending) of the consultancies. Other short term technical assistance may be procured internationally with concurrence from the AO/ AOTR. Additionally, IMARISHA will source local consultants and expertise for a variety of work related to partner organizations.

Name of Individual	Role/Assistance he/she will provide	Estimated timeframe	Status
Krystal Lea	Start up Specialist; assistance with operational start up of IMARISHA	January – February 2011	Completed
Caesar Layton	Project Technical Lead; Technical engagement on work plan	March 2011;	Completed
Kate Ogorzaly	Project Coordinator; Training of financial management staff;	March – April 2011;	Completed
Barbara Seligman	Acting COP in absence of COP (during personal leave)	April 2011	Completed
Kristopher Capella	Summer intern; assistance with mapping exercise, completion of assessment reports and other activities	June – August 2011	Will start in Q2
Erik Bjers	IT Specialist; set of IMARISHA office network and IT systems	June 2011	Will take place in Q2
Vahe Sahakyan*	Financial Accounting System Specialist to set up permanent accounting system	June- July 2011	Will start in Q2
Sudharshini Dewardene	TAMIS Specialist; development of and staff training on DAI's technical assistance management information system (TAMIS)	TBD, June/July 2011	Will take place in Q2
DAI Grants Specialist - TBD	Grants Operations and Systems Specialist	August 2011	Will take place in Q3
TBD Training Specialist	Training specialist to help develop the framework and design for IMARISHA training modules	June - July 2011	Will take place in Q2 or 3
TBD	Environmental compliance; if required by project	TBD	Still unknown
Alyson Lipsky	Causal models; development of training for health and livelihood models	Estimated September– October 2011	Will take place in Q3 or 4

*Note: this STTA was noted in the budget but left out of the matrix that was submitted with the work plan. The time, however, has been accounted for in the IMARISHA budget.

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HOUSEHOLDS AFFECTED BY AIDS**

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